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KRA's for '78

Does planning START AT THE END in your organization? Or do your people still start at the beginning?

All too often, people approach planning from the front end. Their ten-year plans are projections of their annual plans. Goals are set to resolve today's problems, resources are allocated to fill today's needs. Unfortunately, this means that the limitations and inefficiencies of today's operations are carried forward, and the future is merely an extension of the past.

There is an alternative to this way of planning. While most organizations still *work from the past*, it is possible to *construct the future*. *Results-Planning* is a unique system for constructing end-points — for the entire company, a department, or a particular job — and measuring progress toward those desired results.

THE CENTER SEMINAR is a three-day course which features a new process for planning, managing, and organizing results. The techniques are applicable in many situations and can be used with equal effectiveness to increase the productivity of a company, the positive impact of a school system, or the efficiency of a governmental unit.

The three days are divided into short working sessions; the learning situation is informal, with an emphasis on learning-by-doing. Each working session includes demonstrations of key principles followed by opportunities for practical applications. You will explore a variety of personal and professional situations, sometimes alone, often in pairs, triads, and small groups.

At the end of three days, you will:

- see a new way to achieve significant results and to bring about constructive change,
- be able to compare the consequences of the Center alternative model to the consequences of the model your organization is presently using, and
- know how to apply *Results-Planning* in personal life and on-the-job situations.

DAY ONE: ORGANIZING GET
RESULTS

DAY TWO: MAN

Learn how to organize to reveal what is *not* — but could be — happening, rather than to track what *is* happening; how to construct measurable end results; how to *make it happen*.

Learn how to construct rather than relying on, needs-assessment met from a *maintenance improvement* model.

Constructing End-Points

- overview of the new process
- starting at the end and making results explicit — start-ups and new projects
- establishing *Key Result Areas* and setting benchmarks

outline a small personal project or start-up
... group practice applied to a simulated business or organizational project

Constructing Different

- improving an ongoing
- constructing alternative changing criteria
- constructing *idea*, solving problems

demonstration of an *improvement wrong*... groups develop a new set of situation

Backplanning

- constructing end-points for ongoing situations
- making qualitative results measurable
- a new basis for evaluating methods and strategies
- planning backwards from *Key Result Areas*

staff demonstration followed by small group work on a simulated ongoing project

Expanding Purposes

- working from a bi
- changing from consumer criteria
- constructing more demonstration of ited purposes... model in an individual group looks at ex, community setting

Designing Feedback

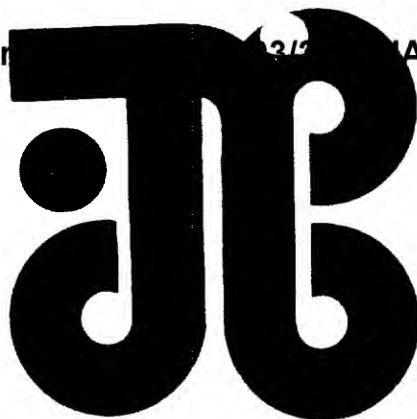
- revealing limitations in present methods
- monitoring progress
- developing feedback and early warning systems to show what is *not* happening
- changing methods and strategies to *make it happen*

role play demonstration of feedback principles... small group practice developing alternative methods and strategies

Integrating Results

- integrating fragment purposes
- overcoming the in and ineffectiveness poses work alone and in practical difference exclusive purpose situations... illness and human service

Approved For



2/5

A-RDP81-00142R000700080005-5

THE CENTER FOR CONSTRUCTIVE CHANGE

16 Stratford Avenue
Durham, New Hampshire 03824

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WHO SHOULD ATTEND

Center seminars are appropriate for any person interested in the constructive management of organizational, institutional, or personal change. The seminar is a practical experience especially designed for anyone who has a responsibility for the future of an organization, institution, agency, or project. In the past, 40% of the participants have come from business and industry, 30% from education, and the remainder from government, religion, and human services. Among the organizations which are using the Center planning model are: Americana Hotels, Inc., New York, NY; American Optometric Association, St. Louis, MO; Governor's Commission on the Administration of Justice, Montpelier, VT; Greater Manchester Tomorrow, Inc., Manchester, NH; McCord Corporation, Detroit, MI; National Merchandising Company, Natick, MA; Pandora Industries, Inc., New York, NY; University of New Hampshire Board of Trustees Planning Committee, Durham, NH; Vermont Agency of Human Services, Montpelier, VT. If you wish to receive a more complete listing or would like to speak with someone who is familiar with our approach, please call our office.

FACULTY

Frederick M. Jervis, Ph.D., consultant to business, government, educational and social organizations, conducts the course with Thomas O. Marshall, Ed.D., Janis P. Williams, and Caroljoy Gonzaga. Other members of the staff assist.

... for improvement,
 ... problem-solving and
 ... methods; how to shift
 ... the model to an

Learn how to identify essential *Key Result Areas* for change, practice changing *toward* rather than changing *from*, how to experience essential problems instead of reacting to what is happening all around.

Criteria

...ing situation
 ... native purposes and

... end-points versus

... the difference between
 ... approach and *what's*
 ... f five to six people de-
 ... criteria in a simulated

Helping Other People Get Results

- moving from strictly personal agendas and goals to helping other people get results
- changing what people pay attention to
 ... paired work involving the development of alternative job descriptions 1) to construct essential *result areas* for your own job, and 2) to practice helping another person construct a new job context

Expanding Assumptions

...gger picture
 ... house criteria to con-

... inclusive purposes

... the inefficiency in lim-
 ... application of the new
 ... dual situation ... entire
 ... panding purposes in a

- helping other people 1) be explicit about what they are trying to accomplish, 2) how they are doing, and 3) what is not working
 ... work in pairs to develop alternative job descriptions continues

Identifying Essentials

... ented or competing

... herent inefficiencies
 ... ss of limited pur-

... pairs to experience the
 ... it makes to use an in-
 ... in a variety of
 ... trations from industry
 ... s

- identifying the essential *Key Result Areas* that make the biggest difference for change
- three ways to *create distance* and identify essentials
- experiencing limitations in assumptions which determine our direction and focus
 ... demonstration of the importance of *asking a new question* ... role play demonstration of identifying essentials in a small business ... triad groups identify essentials in own organization or job

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ABOUT THE CENTER

The Center for Constructive Change is a not-for-profit, public educational institution built upon a distinctly different model for change. Our approach is designed to help people plan their futures in such a way that they will no longer be victims of factors once thought to be beyond their control, but instead will be able to plan, manage, and construct the results they desire. The Center offers regularly scheduled public seminars and special in-house workshops. Participants are admitted without regard to race, sex, and national or ethnic origin.

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September 18-20
October 2-4
December 4-6

To obtain enrollment information, return the attached card.

PLANNING AND MANAGING CHANGE, a short course sponsored by The Center for Constructive Change, will be offered on the following dates:

Spring 1978 —	April 17-19	Fall 1978 —	Sept. 18-20
	May 8-10		Oct. 2-4
	June 5-7		Dec. 4-6

Please send more information to:

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 Name _____
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